

Transfer and Articulation Officer Handbook

AY 2024-2025



Committee on Transfer and Articulation

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Welcome Transfer and Articulation Officers!

You have been identified as the Transfer and Articulation Officer (TAO) for your institution. We want to formally welcome you! We are pleased to have you as part of the team supporting our transfer students throughout the state.

As a TAO, you will be working with the [Committee on Transfer and Articulation \(COTA\)](#), a committee commissioned by [Missouri's Coordinating Board for Higher Education \(CBHE\)](#).

The information contained within this document will provide you with valuable information on transfer initiatives within the state that may be relevant to your responsibilities as well as contact information for COTA, your fellow TAO's, and the Missouri Department of Higher Education and Workforce Development.

Background

The Coordinating Board for Higher Education is given responsibility in Section 173.005.2(6) RSMo, to “establish guidelines to promote and facilitate the transfer of students between institutions of higher education within the state.” In fulfilling this responsibility, the CBHE has utilized a standing advisory committee to ensure that transfer and articulation policies are developed, evaluated and monitored. The CBHE Committee on Transfer and Articulation (COTA) serves in this capacity.

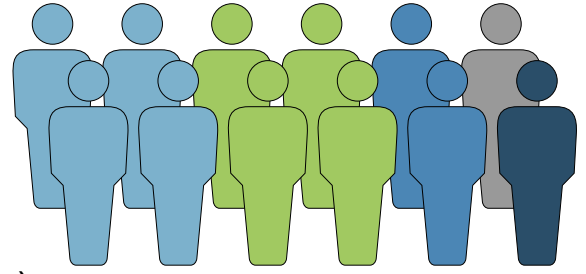
Responsibilities include:

- Review and make recommendations concerning transfer issues brought before it by institutions.
- Study nontraditional credits and develop transfer guidelines for them.
- Maintain an annually updated list of institutional articulation officers.
- Review and make recommendations for change concerning the CBHE brochure “Transfer Guidelines: Students’ Rights and Responsibilities.
- Solicit suggestions and data from administrators, faculty, and students concerning matters of transfer.

Leadership Structure

COTA is comprised of individuals representing:

- Public two-year institutions (4 members)
- Public four-year institutions (4 members)
- Independent four-year institutions (2 members)
- A two or four-year proprietary institution (1 member)
- An at-large member (1 member)



Resources



Meetings

The committee meets monthly to discuss transfer and articulation issues across the state as well as to review trends and initiatives affecting transfer students across the country.



Annual COTA Conference

A one-day event for all professionals involved with transfer and articulation practice across the state. The conference provides a chance to network, stay up to date on state initiatives, and hear about research, practice, and trends in transfer across the country.



Questions?

If you have ideas, concerns, or questions regarding transfer and/or articulation practices, policies, and research, reach out to COTA via their Missouri Department of Higher Education liaison:

Joie Hendricks at Joie.Hendricks@dhewd.mo.gov

Stay connected with us on Slack!
Channel Name: [TAO](#)



MISSOURI REVERSE TRANSFER
seamless associate degree completion

Missouri Reverse Transfer

Statutory Authority

RSMo 173.005 (8) directs the Coordinating Board for Higher Education to “develop a policy to foster reverse transfer for any student who has accumulated enough hours in combination with at least one public higher education institution in Missouri that offers an associate degree and one four-year higher education institution in the prescribed course sufficient to meet the public higher education institution’s requirements to be awarded an associate degree.”

Description

Students who have completed at least 15 credit hours at a qualifying two-year college and transferred to a four-year college or university in Missouri can transfer credit back to the two-year college to earn an associate degree. Even students who are not currently attending college may be eligible to complete an associate degree through the Missouri Reverse Transfer program.

All participating institutions will use an automated search to identify inactive students who have completed 15 hours with a single institution but never completed a degree. Institutions will contact eligible individuals to discuss the Missouri Reverse Transfer program.

Process Overview

1. Transcripts of students who opt to participate in MRT are to be sent electronically by the host institution to the degree-granting institution.
2. Transcripts will be sent at established intervals after the initial submission (e.g. semester, annually).
3. The release of transcripts will be in accordance with the host institution's policies, and the acceptance of transfer credit will be determined by the degree-granting institution.
4. The degree-granting institution will determine the requirements for degree completion and inform the individual.
5. Degree-granting institutions are encouraged to substitute any institution-unique course requirements, especially those that require a student to be physically present on campus.
6. When the degree is awarded by the degree-granting institution, it will send an official transcript noting conferment.

Student Benefits

- An associate degree can open the door to more job opportunities and higher pay
- Students can earn an associate degree while pursuing their bachelor's degree
- An associate degree can help students meet the general education requirements at a four-year institution

Student Eligibility

- Individuals must have earned a minimum of 15 credit hours at a single two-year institution
- Individuals cannot have already earned an associate degree or higher
- Individuals must "opt in" to the Missouri Reverse Transfer program
- There is no time limit on completing a degree through Missouri Reverse Transfer

MRT Institutional Roles and Responsibilities

Degree-granting institution (DGI): 2-Year Institution

- The most recent institution that awards the reverse transfer student their associate degree is the degree-granting institution.
- If two or more institutions have the same number of transferable credits to the four-year institution, the most recently attended institution shall be the DGI.
- If multiple options still exist at this point, the individual will be asked for their DGI preference.

The degree-granting institution is responsible for reviewing the eligible MRT student's records and awarding the degree. They are required to submit a final transcript noting conferment to the four-year host institution at no charge to the individual. The degree-granting institution is responsible for closing the individual out of the MRT program and providing any notifications and/or updates to the MRT student.

Host institution: 2-year or 4-Year Institution

The host institution is the institution which transfers credits back to the degree-granting institution. The host institution may be either a four-year or a two-year institution.

The host institution must identify the student eligible for MRT and inform the DGI of the individual's desire to participate in the program. The host institution agrees to submit all necessary transcripts to the degree-granting institution without charge to the individual. The host institution must also monitor and report on the students who opt out of MRT.

Appeals

If a student has been denied a reverse transfer degree, they are allowed to appeal by contacting the transfer and articulation officer at the degree-granting institution (the two-year institution where the student has the greatest number of transferable credits to the four-year institution).

Additional information available at: [Missouri Reverse Transfer](#)



Core Curriculum Advisory Committee and CORE 42

Statutory Authority

Senate Bill 997 established the Higher Education Core Transfer Curriculum Act (Sections 178.785-789 RSMo), which directs the Coordinating Board for Higher Education to develop a standard core transfer curriculum and a common course numbering equivalency matrix for lower-division general education courses. The core transfer curriculum, known as CORE 42, is a framework for general education that all Missouri public two-and four-year institutions of higher education adopted effective for the 2018-2019 academic year. The goal of CORE 42 is to facilitate the seamless transfer of academic credits.

The Core Curriculum Advisory Committee (CCAC) oversees CORE 42.

Primary Responsibilities

Develop a recommended lower division core curriculum of at least forty-two (42) semester credit hours, including a statement of the content, component areas, and objectives of the core curriculum (CORE 42).

Develop a common course numbering equivalency matrix for the forty-two (42) semester credit hours (Missouri Transfer Number or “MOTR”) at all institutions of higher education in the state to facilitate the transfer of those courses among institutions of higher education by promoting consistency in course designation and course identification.

Serve as the steering committee for oversight of the framework and review of courses.

Develop MOTR courses and consider issues involved in the interpretation of the core curriculum framework.

Establish MOTR course standards. Develop processes and procedures for the establishment of the initial set of MOTR courses, identification of additional MOTR courses, MOTR course updates, and MOTR course removals. Develop processes and procedures for mapping and removing mappings of institutional courses to MOTR courses.

CCAC faculty members will serve as the chair of their respective faculty discipline group and the CCAC will provide general oversight for all faculty discipline groups.

May assist in resolving equivalency issues and provide assistance to COTA and the Missouri Department of Higher Education and Workforce Development (MDHEWD) as necessary to resolve transfer appeals.

Additional information available at: [Missouri Higher Education Core Transfer Curriculum](#)

Contacts

2024-2025 COTA Representatives

Name	Institution	Email	Institution Type
Mitzi Clayton Director of Community Relations & NCAA Certification	University of Missouri - Columbia	claytonmr@missouri.edu	4-year public
Helen Hale Director of Student Success & Retention	Crowder College	helenhale@crowder.edu	2-year public
Ross Hawkins Director of Academic Advising and Transfer Center	Missouri State University	rosshawkins@missouristate.edu	4-year public
Margaret Herron Registrar	Avila University	margaret.herron@avila.edu	4-year independent
Jacob Larson Associate Registrar	Lindenwood University	jl Larson@lindenwood.edu	4-year independent
Brooke Lockhart Assistant Director of Admission, Transfer, and Recruitment	Southeast Missouri State University	blockhart@semo.edu	4-year public
Dr. Beth Kania-Gosche Professor and Chair, Department of Education	Missouri University of Science and Technology	bkaniagosche@mst.edu	4-year public
Dr. Gavin O'Connor Assistant Vice Chancellor for Academic Affairs	Ozarks Technical Community College	oconnor@otc.edu	2-year public
VACANT			Proprietary
Dr. Robyn C. Walter Vice President of Academic Affairs	East Central College	robyn.walter@eastcentral.edu	2-year public
Dr. Steve White Campus President	St. Louis Community College - Wildwood	swhite324@stlcc.edu	2-year public
Katelyn Wilson Director of Academic Services	Moberly Area Community College	katelynb@macc.edu	2-year public
Joie Hendricks COTA Liaison	Missouri Department of Higher Education and Workforce Development (MDHEWD)	joie.hendricks@dhewd.mo.gov	Department Liaison

2024-2025 Transfer and Articulation Officers

Institution	Name	Email	Institution Type
Avila University	Sarah Williams	sarah.williams@avila.edu	4-year independent
Central Methodist University	Dr. Rita Gulstad	rgulstad@centralmethodist.edu	4-year independent
College of the Ozarks	Lacey Evans-Matheis	lmatheis@cofo.edu	4-year independent
Columbia College	Diane Hibbs	dehibbs@ccis.edu	4-year independent
Concorde Career Institute, Inc.	TBD	Phone: 816-531-5223	Proprietary
Cottey College	Jill Compton	jcompton@cottey.edu	4-year independent
Crowder College	Robyn Bebie	robynbebie@crowder.edu	2-year public
Culver-Stockton College	Chris Huebotter	chuebotter@culver.edu	4-year independent
Drury University	Salia Manis	smanis@drury.edu	4-year independent
East Central College	Eric Clapper	eric.clapper@eastcentral.edu	2-year public
Evangel University	Laure Sardo	sardol@evangel.edu	4-year independent
Fontbonne University	Meaghan Ong	mong@fontbonne.edu	4-year independent
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Harris-Stowe State University	Dr. Lavada Rice	ricel@hssu.edu	4-year public
Jefferson College	Stacey Wilson	swilson@jeffco.edu	2-year public
Lincoln University	Blain Bredeman	bredemanb@lincoln.edu	4-year public
Lindenwood University	Jacob Larson	jl Larson@lindenwood.edu	4-year independent
Maryville University of St.Louis	Victoria Flemming	vfleming@maryville.edu	4-year independent
Metropolitan Community Colleges	Thomas Meyer	thomas.meyer@mcckc.edu	2-year public
Mineral Area College	Connie Holder	cholder@mineralarea.edu	2-year public
Missouri Baptist University	Kasia Allen	allen@mobap.edu	4-year independent
Missouri Southern State University	Robert Halbach	halbach-r@mssu.edu	4-year public

Institution	Name	Email	Institution Type
Missouri State University	Kelly Wood	kellywood@missouristate.edu	4-year public
Missouri State University - West Plains	Michelle Bryan	michellebryan@missouristate.edu	2-year public
Missouri University of Science and Technology	Justin Rauls	jrauls@mst.edu	4-year public
Missouri Valley College	Marsha Lashley	lashleym@moval.edu	4-year independent
Missouri Western State University	Toni Millis	tmillis@missouriwestern.edu	4-year public
Moberly Area Community College	Amy See	amys@macc.edu	2-year public
North Central Missouri College	Jenna Stevens	jstevens@mail.ncmissouri.edu	2-year public
Northwest Missouri State University	Leslie Abbar-Cuenca	lchand@nwmissouri.edu	4-year public
Ozarks Technical Community College	Dr. Gavin O'Connor	oconnorg@otc.edu	2-year public
Park University	Christy Meyers	christy.meyers@park.edu	4-year independent
Rockhurst University	Julie Harding	julie.harding@rockhurst.edu	4-year independent
St. Charles Community College	Devin Miles	dmiles@stchas.edu	2-year public
St. Louis Community College	Danielle Waldron	dwaldron7@stlcc.edu	2-year public
St. Louis University	Jay Haugen	haugenjp@slu.edu	4-year independent
Southeast Missouri State University	Amanda Petty	apetty@semo.edu	4-year public
Southwest Baptist University	Roberta Rasor	rrasor@sbuniv.edu	4-year independent
Springfield College	Registrar	registrar@springfieldcollege.edu	Proprietary
State Fair Community College	James Cunningham	jcunningham@sfccmo.edu	2-year public
State Technical College of Missouri	Becky Whithaus	becky.whithaus@statetechmo.edu	2-year public
Stephens College	Colette Whelan	cwhelan@stephens.edu	4-year independent
Stevens Institute of Business and Arts (SIBA)	Cindy Musterman	cmusterman@siba.edu	Proprietary
Three Rivers College	Melanie Hamann	mhamann@trcc.edu	2-year public
Truman University	Kim Titus	ktitus@truman.edu	4-year public

Institution	Name	Email	Institution Type
University of Central Missouri	Bree Heathscott	heathscott@ucmo.edu	4-year public
University of Missouri - Columbia	John Keely	keelyj@missouri.edu	4-year public
University of Missouri - Kansas City	Dr. Mike Cadden	mjcadden@umkc.edu	4-year public
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Washington University	Keri Disch	keri.disch@wustl.edu	4-year independent
Webster University	Dr. Thao Dang-Williams	thaodangwilliams@webster.edu	4-year independent
Westminster College	Kristen Guarrant-Gross	kristin-guarrant@westminster-mo.edu	4-year independent
William Jewell College	Dr. Edwin Lane	lanee@william.jewell.edu	4-year independent
William Woods University	Tara Emerson	tara.emerson@williamwoods.edu	4-year independent

If an update need to be made to a TAO contact, please contact:
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